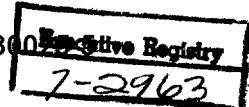


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2 August 1955

MEMORANDUM FOR: Chairman, Intelligence Advisory Committee
 THROUGH : Secretary, Intelligence Advisory Committee
 FROM : Chairman, Scientific Estimates Committee
 SUBJECT : Periodic Meetings of IAC Committee Chairmen

1. The Agency has an obligation under the law and the implementing directives of the National Security Council to provide leadership to the community intelligence effort. This responsibility belongs both to CIA as a whole and to its component units working in specialized fields. There is as yet, however, no suitable mechanism for integrating the coordination programs in separate fields into a consistent plan of action by which the Agency will discharge its statutory responsibilities. A suggestion is made herein of a means of advancing towards accomplishment of this difficult task.

2. Present practice is to approach the coordination assignment largely through a system of Agency-led IAC committees which presumably, and in most cases in fact, encompass all interested parties and agencies. This system has existed for a long time and has obvious merits in our type of government. Nevertheless, within CIA there is a decided tendency to regard IAC committee chairmanship and membership as a job to be understood and performed primarily by component units more or less independently at the working level. The result may be at times something less than consistent and objective coordination activity on the part of the Agency as a whole.

3. It is submitted that our coordination responsibility deserves the most effective implementation that we as an Agency can provide. Yet we have, so far as I know, no clear-cut platform or set of objectives for yearly or long-term accomplishment in this field. It is believed therefore to be a matter of some importance that the Agency work toward the development of a consistent program for coordinating community activities in all fields on the basis of separate programs conceived by Agency organizational components most closely associated with the particular problem at hand. In most,

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SUBJECT: Periodic Meetings of IAC Committee Chairmen

if not all, cases these components are already represented in inter-agency groups, at work on the problem, as Chairmen or members.

4. The development of a coordination program encompassing all fields of activity is of course a matter on which a good many of us have spent many a long hour. Speaking from experience, no panacea or even moderately easy solution can be expected. The need still exists however for an Agency-conceived program for the community which is not unduly burdened with the vested or parochial interests of CIA or IAC member agency components.

5. It is possible that progress on this problem, large though it be, can be brought about by means quite within our Agency's control. One such way may be through periodic meetings of yourself (now as Chairman of the IAC and CIA representative-in-effect) with the CIA Chairmen of IAC committees. It is hoped that improvement in the functioning of the present IAC committee chairmanship system might be an immediate result. Among the benefits might be the following:

a. the opportunity for you, as leader of the intelligence community, to guide your committee chairmen as well as receive from them advice on specialized problems.

b. added assurance that coordination programs which cut across IAC committee lines would be coordinated and developed in the best interests of the community.

c. a chance to air common problems, now perhaps thought to be of limited concern and therefore not widely discussed, with a view to development of a better Agency-led community program.

d. stepwise evolution of a set of objectives or goals conceived by the Agency for attainment through the IAC committee mechanism.

e. the development of a spirit of leadership among Agency committee chairmen, acting as your agents, and the promotion of beneficial inter-committee relationships through the communal efforts of committee chairmen.

f. a means for you to obtain additional guidance on community attitudes and positions from men who likewise need to know these views -- the IAC committee chairmen who in their daily dealings associate with their IAC colleagues.

- 2 -

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SUBJECT: Periodic Meetings of IAC Committee Chairmen

4. a forum in which differences of opinion among CIA committee members could be worked out in advance so that a solid Agency position might be maintained in subsequent committee actions.

6. Upon closer examination of this suggestion you may conclude that two or more types of committees now exist and that the suggestion is therefore impracticable unless meetings can be attended only by those with like interests. In such an event and as an initial step, I would suggest that the chairmen of the Economic Intelligence Committee, the Scientific Estimates Committee, the Interagency Defector Committee, the Joint Atomic Energy Intelligence Committee, the Interagency Priorities Committee, the Committee on Foreign Language Publications and the National Intelligence Survey Committee could profitably comprise one such gathering. It may also be envisaged that certain other permanent and ad hoc committee chairmen would likewise benefit by attendance at some time. Continued liaison at the secretariat level, with perhaps better focus than in the past, would of course be expected to take place. Nevertheless, an hour or two per month with chairmen sitting face-to-face with you would add an immeasurable amount of direction to the Agency effort in the coordination field.

7. I would be pleased to discuss this suggestion further with you or whomever you designate.

/signed/

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- 3 -

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Remarks: I am very much in favor of this proposal. If anything comes up on the subject during my absence, I hope you can give it your full support.

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